



# Lincoln University

## BA 305 – Project Management

### COURSE SYLLABUS Spring 2023

**Instructor:** Dr. Walter Kruz, DBA  
**Lecture Schedule:** Thursday, 12:30 PM – 3:15 PM  
**Credits:** 3 units / 45 lecture hours

**Level:** Mastery 1 (M1)  
**Office Hours:** By appointment - Room 402  
**e-mail:** [wrkruz@lincolnuca.edu](mailto:wrkruz@lincolnuca.edu)  
**Main Textbook:** Project Management by Clifford Gray and Erik Larson, 7th edition, McGraw-Hill (2018) ISBN: 978-1-66609-3  
**Prerequisite:** *None*  
**Last Revision:** December 28, 2022

### CATALOG DESCRIPTION:

The objective of this course is to prepare graduate students for managing relatively complex projects undertaken by public or business organizations. Reviewed are management concepts, techniques, and tools that are utilized to propose approvable plans for implementation/execution, monitoring/control, and closeout projects successfully. Along with the acquisition of practical skills, students will be exposed to concepts, which lead the selection and management of successful project teams. This course will provide graduate students with a holistic/integrative view of the project management process. (3 units)

### EDUCATIONAL OBJECTIVES

Develop competence and understanding in the implementation of project management principles for successful implementation of strategic objectives. Students will practice methods to define projects as business solutions, estimate project costs and schedules, develop risk management plans, and more. Students will become familiar with the Microsoft Project application.

**COURSE LEARNING OUTCOMES<sup>1</sup>**

	<b>Course Learning Outcome</b>	<b>Program LO</b>	<b>Institutional LO</b>	<b>Assessment activities</b>
1	Develop and exhibit applied and theoretical knowledge concerning the project lifecycle and its socio-technical dimensions	PLO 1	ILO 1b	Homework assignments, quizzes, project assignment, exams
2	Use theoretical knowledge and advanced problem-solving skills to estimate project times and costs throughout their lifecycle	PLO 2	ILO 2b	Homework assignments, quizzes, project assignment, exams
3	Communicate new developments in technologies and methods for projects being executed worldwide. Demonstrate knowledge of risk management.	PLO 3	ILO 6b	Research assignments, quizzes, project assignment, exams, technical presentations
4	Demonstrate autonomy, creativity, and responsibility for managing professional practices, ie, PM certifications	PLO 4	ILO 7b	Class activities, project teamwork, technical presentations
5	Demonstrate leadership and set strategic objectives for team performance by applying communications skills	PLO 5	ILO 5b	Homework assignments, technical presentations
6	Identify ethical issues/problems in an operational environment and reach decisions within ethical framework	PLO 6	ILO 3b	Case studies, review of contemporary industry issues

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<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

## INSTRUCTIONAL METHODS

### This is a direct classroom instruction course.

This class offers a highly interactive learning environment. All students will expect to participate in class discussions, research findings, and class exercises. Short oral presentations may be assigned. Assignments may consist of textbook cases and research questions.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

## CLASS ATTENDANCE

Attendance is a school requirement. Exams may include questions from class discussions.

## EXAMS

Typically, the class will include several exams of equal weight as well as homework and quizzes throughout the semester. All exams are individual deliverables. They are designed to demonstrate a student's mastery of the concepts being discussed and consist mostly of short answers and calculations. The exam format is closed book with no electronic devices allowed. Failure to follow exam rules will earn 0 points or "F" grade for that exam.

## COURSE PROJECT

A project will replicate documenting an actual industry project. A written report may be required. Follow the APA standard and include a Turnitin score. The Microsoft Project application may be used throughout the semester.

## GRADING POLICY

Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	F
Points	94-100	90-93	87-89	83-86	80-82	77-79	73-76	70-72	67-69	60-66	0-59

Weights	
Homework	10%
Quizzes	10%
Midterm Exams (20% each) (3 exams)	60%
Individual Research Project	20%
Total	100%

## SCHEDULE OF TESTING:

Week	Test
4	Exam 1
8	Exam 2
14	Exam 3

**PROPOSED CLASS SCHEDULE**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Assessment</b>
<b>1</b>	26 Jan.	Syllabus – Project description Chapter 1 Modern project management Case: Snapshot from practice Review key terms	Do case Snapshot from practice
<b>2</b>	2 Feb.	Chapter 2 Organization strategy Project Assignment Case: Snapshot from practice Review key terms	Do Ch. 2 exercises 1,2,3,4
<b>3</b>	9 Feb.	Chapter 3 Structure and culture Case: Snapshot from practice Review key terms – Exam review	Do Ch. 3 exercises 1,2,3,4
<b>4</b>	16 Feb	Exam 1	
<b>5</b>	23 Feb.	Chapter 4 Defining the project Case: Snapshot from practice Review key terms – Exam review	Do Ch. 4 exercises 1,2,3,4
<b>5</b>	2 March	Chapter 5 Estimating times and costs Case: Snapshot from practice Review key terms	Do Ch. 5 exercises 1,2,3,4
<b>6</b>	9 March	Chapter 6 Developing a project plan Case: Snapshot from practice Review key terms	Do Ch. 6 exercises 1,2,3,4
<b>7</b>	16 March	Spring Break – No Class	
<b>8</b>	23 March	Chapter 7 Managing risk Case: Snapshot from practice Review key terms –Exam Review	Do Ch. 4, 7 exercises 1,2,3,4
<b>9</b>	30 March	Exam 2	
<b>10</b>	6 April	Chapter 8 Scheduling Resources Case: Snapshot from practice Review key terms - Project Draft review	Do Ch. 8 exercises 1,2,3,4
<b>11</b>	13 April	Chapter 9 Reducing time -1 Case: Snapshot from practice Review key terms	Do Ch. 9 exercises 1,2,3,4
<b>12</b>	20 April	Chapter 9 Reducing time -2 Case: Snapshot from practice Review key terms	Review Ch. 9 exercises 1,2,3,4
<b>13</b>	27 April	Chapter 13 Performance Metrics Case: Snapshot from practice Review key terms	Do Ch. 13 exercises 1,2,3,4
<b>14</b>	4 May	Chapter 14 Audit and Closure Case: Snapshot from practice Review key terms	Do Ch. 14 exercises 1,2,3,4
<b>15</b>	<b>11 May</b>	<b>Exam 3</b>	